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HRMORNING

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With HRMorning arriving in your inbox, you will never miss critical stories on labor laws, benefits, retention and onboarding strategies.

HRMorning, part of the Catalyst Media Network, provides the latest HR and employment law news for HR professionals in the trenches of small-to-medium-sized businesses. Rather than simply regurgitating the day's headlines, HRMorning delivers actionable insights, helping HR execs understand what HR trends mean to their business.

Substance abuse & the ADA: What's tripping up firms now

■ 3 insights on employee drug, alcohol use

With so many employers focused on how the legalization of medical and/or recreational marijuana might affect them, it's understandable companies may be less equipped to deal with worker drug and alcohol use.

But the truth is, mishandling these situations can get you in as much legal trouble as not complying with your state's marijuana laws.

Real-world scenarios

Here are some common situations involving employee drug and alcohol use you may encounter, and guidance on how to handle them:

1. *An employee wants an ADA accommodation or FMLA leave for a drug or alcohol addiction.*

A series of DOL opinion letters addressed this issue, and it was determined that under certain circumstances, addiction can be considered a serious health condition under the FMLA.

Addicts are eligible for FMLA leave if they're currently seeking treatment from a healthcare provider.

It's important to note that FMLA leave can't be used due to absences caused by substance use. So if an

(Please see ADA ... on Page 2)

Parents can use FMLA for kids' IEP meetings

■ DOL clarifies leave can be used for special education needs

In a recent opinion letter, the DOL decided parents can use FMLA leave to attend special education meetings regarding their children.

For employers, this helps clarify yet another reason employees could qualify for FMLA leave.

Meetings were essential

The DOL's opinion letter discussed a mother who needed to take intermittent FMLA leave to care for her special needs children. Her employer approved that, but denied her request to use

leave to attend individualized education program (IEP) meetings at her children's school.

The DOL ruled these meetings qualified for FMLA use, since they involved the children's teachers and doctors discussing their health and needs. The agency noted the mother's attendance is essential to properly provide care for her children.

Employers should be aware this decision may increase employees' FMLA requests.

Click: bit.ly/DOL540

ADA ...

(continued from Page 1)

employee relapses and is absent because of that, they're no longer FMLA-protected.

As for the ADA, an addict currently in recovery might qualify for an accommodation. For example, if an employee requests that their schedule gets adjusted so they can attend AA meetings, an employer may have to grant that request.

2. *An employer wants to ask an employee questions about their drug, alcohol or medication use.*

When you learn an employee is using any of the above substances, it's natural to want to know more information, as it may affect their performance.

However, there are only certain instances when it's acceptable to ask.

In *Lansdale v. UPS Supply Chain Solutions*, a jury found an employer didn't violate the ADA by asking

about an employee's drinking habits and alcohol use.

During an audit, some discrepancies were found between an employee's expense report and the charges on his corporate card. When questioned, the employee admitted he purchased alcohol on the company card so his wife wouldn't find out.

After learning this, the employer asked follow-up questions about the employee's drinking – he later sued, claiming this violated his ADA rights.

A jury sided with the employer. Since it was conducting a credit card misuse investigation, the ADA hadn't been violated.

However, in other cases, questions like these may violate the ADA if the employee is protected. The Act states an employer "shall not make inquiries as to the nature or severity of the disability unless it is consistent with business needs."

The same goes for questions about prescription medications. The EEOC says employee medication use would rarely impact someone's ability to do their job. However, in limited circumstances, employers may ask.

For example, medications might impact a police officer or pilot's ability to safely perform their jobs, so an employer may inquire about prescriptions and possible side effects in that case.

3. *An employer wants to screen job candidates for marijuana, even though it's legal in a good portion of the country now.*

There are a few places that have outlawed pre-employment marijuana screenings: New York City and the state of Nevada. But everywhere else, it's up to the employer whether to conduct these screenings.

Many employment lawyers advise against this unless the jobs are safety-sensitive, such as a federal DOT employee or a doctor. Unnecessarily screening candidates for marijuana can severely limit your candidate pool.

Info: bit.ly/ADAdrugs540

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ Fired after FMLA: Retaliation or performance problems?

HR manager Lynn Rondo had just returned from her last beach weekend of the summer when company attorney Eric Bressler knocked on her door.

"You're looking a little red," Eric remarked as he sat down.

"Sunscreen just doesn't work for me, no matter how many times I reapply," Lynn said. "What's up?"

"Well, I have some bad news. Angie Ford is suing us. She says we fired her for taking FMLA leave," Eric said.

Let go five months later

Lynn sighed. "You and I both know that's not true. Angie was fired for performance problems."

"She's saying her performance issues weren't a big deal until she took her leave," Eric responded.

"Angie was very difficult," Lynn said. "She'd get defensive when she received criticism from her managers. And we all remember that big outburst she had at the quarterly meeting.

"Besides," Lynn added. "We fired her five months after she got back from FMLA leave. Angie's termination wasn't related to the leave at all."

"I think we should fight this, then," Eric responded.

When Angie sued for FMLA retaliation, the company fought to get the lawsuit dismissed.

Did it win?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*

HR MORNING'S

What's Working in
HUMAN RESOURCES

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What's Working in Human Resources, (ISSN 1088-3223) September 3, 2019, Vol. 24 No. 540, is published semi-monthly except once in December (23 times a year).

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If legal or other expert assistance is required, the services of a competent professional should be sought. — From a declaration of principles jointly adopted by a committee of the American Bar Association and a committee of publishers.

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Court: Manager's comments enough to demonstrate national origin bias

■ Supervisor told employees with accents to speak better English

An offhand comment might not always be enough to prove bias.

But when a supervisor regularly criticized a group of employees for their accents, a court sided with the workers.

Praised American workers

Shirley Galvan worked as a nurse at Dameron Hospital Association. Galvan was Filipino and had a thick accent, as did several other nurses working at the hospital.

At meetings, one supervisor would frequently single out the Filipino nurses, allegedly saying, "Those of you with a thick accent, those of you that cannot speak English need to go back to school."

The supervisor would make other similar comments about the nurses'

accents, and would also go out of her way to praise workers without accents: "She speaks good English. She's going to do a better job than most of you guys."

Galvan sued the hospital for national origin bias after the supervisor's frequent comments caused her to take leave for stress.

An appeals court sided with Galvan, stating that based on the frequency of the supervisor's comments, there was more than enough evidence to support a national origin bias claim.

While this was an extreme case, it's a good reminder that even one or two offhand comments can be enough to support an employee's bias claim.

Cite: Galvan v. Dameron Hospital Association, 7/17/19.

Employee's ADA claim tossed after failing to inform employer of accommodation needs

■ Court: 'Textbook example' of worker not sharing enough info

Employers are required to give reasonable accommodations to disabled employees who need them.

But a recent case shows why an employee bears some of the accommodation responsibility, too.

Didn't speak up

James Graham Jr. worked as a Zamboni operator at an Indiana ice rink. After getting injured on the job, Graham requested an accommodation, and his employer reassigned him to sharpen ice skates while he healed.

Graham believed this would aggravate his injury, but he never shared this concern with his manager.

Soon after, he was fired for causing a Zamboni accident. Graham sued the company, claiming his employer never properly accommodated his injury, therefore violating the ADA.

A district court granted summary judgment to the ice rink, and the 7th Circuit reinforced this ruling.

The court said this was a "textbook example" of an employee not providing enough info about his disability. Graham thought his accommodation didn't fulfill his ADA needs, yet didn't inform his employer.

Since the company didn't have all the information it needed, it couldn't have violated the ADA, the court said.

Cite: Graham v. Arctic Zone Iceplex, 7/23/19.

■ Company fired Jehovah's Witness, now owes \$40K

When one employer initially agreed to accommodate an employee's religious beliefs, but then went back on that promise, the EEOC got involved.

American Medical Response of Tennessee (AMR) had an employee who was a Jehovah's Witness. He requested Sundays off to worship, and the company agreed.

However, AMR later refused to continue accommodating the employee and fired him, according to the EEOC. This is a violation of the Civil Rights Act.

AMR will pay the terminated employee \$40,000 to settle the lawsuit. The company also signed a consent decree requiring it to implement a religious discrimination policy and train its employees.

Info: bit.ly/religion540

■ Company pays \$100K for ongoing sexual harassment

When the owner of two eateries sexually harassed multiple young employees, the EEOC took immediate action.

According to an EEOC lawsuit, employees at Asian tea and snack franchise Tapioca Express were being sexually harassed at two of its California locations.

The owner of the franchises would habitually harass young female employees between the ages of 17 and 23, the EEOC said. He would make unwanted sexual comments toward the workers and also make physical contact.

Tapioca Express will pay \$102,500 to the victims to settle the lawsuit.

In addition to the monetary relief, the franchise must undergo EEO audits, revise its sexual harassment policy and establish a clear procedure for reporting incidents. Tapioca Express will also have to provide sexual harassment training to all employees.

Info: bit.ly/harass540

Experts give their solutions to difficult workplace problems

HR professionals like you face new questions every day on how to deal with workplace conflict and employment law. In this section, experts answer those real-life questions.

How can we address employee burnout?

Q: We know burned out employees don't just impact the bottom line – it's also a safety concern. What are some strategies for helping reenergize these workers?

A: You're right to recognize burnout as a major safety concern, say employment law attorneys Todd Logsdon and Chantell Foley of the firm Fisher Phillips.

Identifying burned out employees can be tricky, but some common warning signs include trouble with concentration, fatigue, irritability and sudden outbursts.

But it's a good idea to talk with your employees about burnout before you even see these warning signs. You can offer training and let your staff know about available resources like employee assistance programs or personal time off.

Being aware of the signs of burnout and periodically checking in with employees are great ways to stay on top of it.

Is sleep time compensable for workers' 24-hour shifts?

Q: We have drivers pulling 24-hour shifts – so they need to rest at some point on the job. Do we pay them while they're sleeping?

A: The DOL addressed this in a recent opinion letter. Under the FLSA, sleep time is compensable if an employer allows an

employee to sleep during a time they aren't busy.

But, if the worker will be on the job for 24 hours or more, the employer and employee can designate a five to eight hour period of non-compensable sleeping time.

However, the DOL made a clarification for truck drivers. The agency says if a worker is truly off duty while sleeping, they don't have to be paid. Sleeping is compensable only if the driver is on-call while asleep.

How can we properly prepare for an FMLA audit?

Q: We got a letter from the DOL requesting an FMLA audit – can we sort this out before an investigator comes?

A: Audits can occur because a worker complained, or they can be random, says employment law attorney Jeff Nowak of the firm Littler Mendelson.

The best first step is contacting an attorney specifically with FMLA knowledge. It's also a good idea to call the DOL investigator to find out what kind of information they want.

This is also your chance to avoid an in-person visit if you can. Try saying, "Let's talk about what happened here, and then let's determine if you need to come on site."

If you have an HR-related question, email it to Rachel Mucha at: rmucha@HRMorning.com

EFFECTIVE COMMUNICATION

■ Interviewing: 5 off-the-wall questions to ask candidates

The workplace has seen a lot of changes in recent years: the rise of the gig economy and remote work, just to name a few.

One thing that hasn't changed much? Interview questions. Many hiring managers rely on the same old questions.

And while there are some tried and true classics, it's a good idea to mix in a few new questions.

Creative thinking

Not only will some unexpected questions make you stand out from other monotonous interviews, but they'll allow you to see how well a candidate can think on their feet.

Here are some HR pros' favorite weird interview questions they shared on *Inc.com*:

1. **What do you do if the internet goes out at the office?** This question is great because it can help you get a sense of a candidate's problem-solving skills, and see if they can think fast. Hint: If the person says "pack it up for the day," that's the wrong answer.

2. **If you were a box of cereal, what would you be?** This whimsical question can act as an icebreaker, and let you see the candidate's personality in their answer.

3. **Do you like to win or hate to lose?** Everyone likes to win. But those who respond with "hate to lose" are more likely to have learned from past failures.

4. **What are you terrible at?** This is a spin on the classic, "What's your greatest weakness?" It works because it's more direct, and you're more likely to get an unrehearsed answer.

5. **What was the best day at work you've had recently?** This will allow you to see what a candidate enjoys doing and what they consider to be a successful day in the office.

Info: bit.ly/question540

WHAT WORKED FOR OTHER COMPANIES

Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share a success story illustrating ideas you can adapt to your unique situation.

1 Why we decided to ditch our dress code

Many companies like Target and Goldman Sachs are relaxing their dress codes, but not many employers in the public sector like ours are doing so.

To bring something like this to city government – it’s a big deal.

But like every employer, we’re trying to recruit and retain talent. Anything we can do to help in that effort, we do.

So I decided to change the dress

code. The city now has a “dress for your day” policy:

Look at your schedule. Know what your day is. Do you have a meeting with some bankers and then a presentation? Suit up or wear a jacket.

If you’re speaking to a bunch of kids at a school, a more dressed down, casual approach works. Now, we dress for our day.

A competitive advantage

Casual doesn’t mean sloppy – there’s a fine line. Things like T-shirts with

logos or advertising are considered crossing the line.

So far, city employees have been dressing appropriately, and it’s suiting our needs very well.

It’s a small benefit. It’s no cost to the taxpayer to do this, and I feel it gives us a competitive advantage when we’re recruiting people to come work for the city.

Doing this in a government setting has been a huge win.

(Paul TenHaken, mayor, City of Sioux Falls, SD)

REAL PROBLEMS, REAL SOLUTIONS

2 How ex-employees help us onboard new ones

One of our biggest challenges as a smaller office was training new hires.

A small staff meant that everyone was busy. No one had the time to step away from their daily duties to take part in the onboarding process.

We freed up workers’ time whenever we could, but understandably, they weren’t always happy about the distraction from their work.

Something had to change so we

could train new employees without stressing out current ones.

So we decided to focus on creating an alternative that wouldn’t demand as much time from our end.

Prepared training

We decided to start from the offboarding process. Now, whenever an employee leaves the company, we ask them to prepare a “job aid.”

Each aid consists of a step-by-step guide for the positions specific duties –

almost as if the previous employee had stuck around to show them the ropes.

After all, someone who has prior experience in the position would have the best understanding of the job.

Now, we can bring on new people without any hiccups. And employees don’t have to worry about splitting their attention between their own work and helping new hires.

(LaDonna Vigil, supervisor, Clinical Financial Services, Eugene, OR)

3 New parental leave policy boosts retention

To attract and retain talent, we joined a growing number of employers in tailoring perks to new parents.

Our new paid parental leave policy gives primary caregivers six weeks of leave and secondary caregivers two weeks. We really wanted to treat pregnancy as it should be, a natural part of a woman’s life and career.

We designed the policy, developed with some input from the American Benefits Council, to keep “healthy

pregnancies healthy.”

We thought a lot about economic security, which is one of the most important aspects of being a parent.

So we now offer paid time off before *and* after the pregnancy.

10 days of paid leave

We wanted to accommodate basic health and wellness needs throughout the course of the pregnancy, including time off to recover.

By offering 10 days of 100% paid parental leave that can be used during a pregnancy, with an additional

10 days following the loss of a pregnancy, we believe we’ve set a standard for our industry – or any industry.

Our policy also allows job flexibility and alternate work arrangements without having wages reduced.

Structuring a pregnant employee’s work to meet their life situation is the right thing to do, and we think our new policy accomplishes that.

(Josephine Berisha, senior VP of benefits and compensation, XPO Logistics, Greenwich, CT)

DOL releases tools to help employers stay compliant

Good news for employers: The DOL is expanding its efforts to make your rights and responsibilities under federal laws easier to understand.

The agency recently announced it's launching user-friendly presentations on topics like the Fair Labor Standards Act (FLSA), child labor laws, employee rest breaks and facilities for nursing mothers. The presentations will also include videos and links to additional resources.

All the presentation tools will be in plain language on the agency's website. The DOL's goal is to protect employees' rights and to allow every employer to understand the law.

Info: bit.ly/DOLhelp540

San Diego has best work-life balance, DC has worst

According to Kisi's 2019 Work-Life Balance Index, employers in San Diego are the best at giving employees a healthy and balanced workload. Washington, DC ranked the worst.

The study analyzed many different factors, including hours worked each week, commute times, vacation days offered and taken, and happiness.

Other cities with top work-life balances are Portland, OR, and San

Francisco. Additional overworked cities include Houston and Atlanta.

Info: bit.ly/worklife540

ICE arrests nearly 700 workers in largest raid

Immigration and Customs Enforcement (ICE) promised to increase its number of workplace investigations, and the agency is following through.

ICE recently arrested 680 Latino workers at seven chicken-processing plants in Mississippi. It's being hailed the largest raid in a decade.

The employers in question might be on the hook for tax, wage and document fraud.

This is a good reminder for employers to ensure staff knows what to do in case of a raid and that I-9 forms are properly filled out.

Info: bit.ly/ICERaid540

Lighter side: Emojis can do the talking in court :)

A warning for employers: A simple emoji in a text or email can make or break a lawsuit.

Back in 2017, a Massachusetts court ruled a defendant had knowledge of a murder based on a text he received – an emoji with two X's for eyes.

WHAT COMPANIES TOLD US

Office relocation

What are the top benefits of a new office space?

Note: More than one answer accepted.

More comfortable workspace

67%

More space to spread out

61%

More attractive work environment

50%

Increased productivity

48%

Source: Clutch

Moving into a new office space can be overwhelming: 67% of employees say it's challenging, while 30% find it to be a big distraction. However, many of the benefits can be worth the initial hassle.

Each issue of WWHR contains an exclusive survey to give executives insight into what their peers nationwide are thinking and doing.

And more recently in a wrongful termination case, a manager was in hot water after sending several smiley face emojis in response to an employee's termination – making it obvious she was happy to see that worker let go.

To be safe, employers might want to leave the emojis to the kids.

Info: bit.ly/emoji540

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a court dismissed Angie's FMLA retaliation lawsuit.

Angie's attorney tried to argue the proximity of her termination and her return from FMLA leave proved the company was retaliating against her, but the court wasn't convinced.

The court said a lag longer than a month or two between leave and termination was too long to "establish a causal connection" without additional evidence.

So, the court concluded, firing Angie five months after her leave wasn't enough by itself to support

her FMLA retaliation claim.

Not only that, the court said, but the company had Angie's performance problems well documented.

■ Analysis: Documentation, timing are key

This case goes to show that with the right documentation and timing, companies can fire an employee who took FMLA leave.

When an employee begins to have performance problems, it's crucial to document those right away. And always consider the timing before making a termination decision – a firing too close to an employee's protected leave could look suspicious to a court.

Cite: *Lovelace v. Washington University School of Medicine, U.S. Ct. of App., 8th Circ., No. 17-3673, 7/25/19. Fictionalized for dramatic effect.*

This benefit switch allows unused PTO to go toward student loans

■ Program helps boost recruitment efforts, morale and retention

We had an interesting problem on our hands when it came to employees' vacation time – they had too much of it.

The majority of our staff was accruing a ton of PTO, and the demands of their jobs made it nearly impossible to use it all.

We knew this was a sore spot for employees – those who left often mentioned it in the exit interview. We didn't want people moving on with a bad taste in their mouth.

It was clear we needed to come up with a way to ensure the PTO got used without impacting our productivity.

Cost effective

During this time, we'd also been discussing ways to boost our recruitment efforts for new grads.

That's when we had the idea to start a student loan repayment benefit, and we'd use employees' extra PTO to do it.

The CFO was very receptive to this idea since it was so cost effective. Vacation time was already in the budget, so all we had to do was move some money around.

Bigger impact

Here's how the program works. Twice a year, any full- or part-time employee can take 30 to 75 hours of their unused PTO and convert it into student debt payment.

This means our people can be paying off as much as \$5,000 of debt a year. The best part? Nearly every employee can take advantage of this.

When we first rolled it out, we assumed this benefit would mainly impact employees fresh out of college.

But so many more workers were interested in the perk.

There were older employees who'd been with us for a long time who wanted to go back to school. We also had parents who'd taken out student loans on their kids' behalf.

We quickly realized this benefit was going to have a much bigger impact than just young new grads.

Overwhelming response

When we first announced the benefit, we were expecting a little hesitation and a lot of questions. Instead, we got cheers and applause!

We were blown away by the employee response – it's by far the best reaction we've ever received when rolling out a new benefit.

The program launched at the start of the year, and we had 40 people sign up right away.

We're expecting some major growth and wouldn't be surprised to see as many as 100 people participating by the end of the year.

Improvements all around

We figured this would help with recruiting efforts, but it's worked wonders on retention, too.

Since parents with college kids can take advantage of this benefit, we have them practically guaranteed to stay on throughout their children's college years.

Not only that, but morale has gone up. Now, our people don't feel like their PTO is slipping away, and their student debt is much more manageable.

(Dan Bengyak, VP of administrative services, MSLC Hospital, Newburgh, NY)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ 5 easy ways you can Feng Shui your office space

Try as you might to ensure your employees have a balanced workload, the office can still be a very stressful place.

But there are some little things you can do to ease the pressure and boost productivity, according to the ancient Chinese art of Feng Shui.

Balance, focus, productivity

Whether your staff works in cubicles or an open office, simply bringing in certain colors and rearranging furniture can help make a difference in their moods. Here are some Feng Shui ideas to try:

1. **Clear out clutter.** No one is productive if they have to go on a scavenger hunt to find that one document. At the beginning and end of each day, employees should get rid of papers they don't need or other clutter on their desks. This will also give them more space to spread out and work.

2. **Bring in color.** Gray cube walls don't inspire creativity in anyone. Here are some meaningful colors that can help get the ball rolling:

- Green, for health and balance
- Blue, for success, and
- Yellow, for happiness.

3. **Get a good chair.** Employees spend nearly their entire work day in their chair – it pays to make it a good one. The ideal chair has a high back and is facing a bright space. Sitting near a doorway isn't recommended, as it can suck energy away from the worker.

4. **Move the desk.** An employee's desk should always face the entrance of their cubicle or office, if possible. It puts them in a commanding, powerful position.

5. **Decorate!** Bringing in personal items will really help an employee's workspace feel more like home. Pictures of family and friends or other items that spark joy will make workers far more productive.

Info: bit.ly/fengshui540

WHAT WOULD YOU DO?

Companies face competing agendas when dealing with their employees. They must find ways to inspire their people to excel, while controlling costs and staying within the law. Here we present a challenging scenario and ask three executives to explain how they'd handle it.

Manager fears some employees are about to jump ship: What can HR do to help?

The Scenario

HR manager Stu Capper was debating what he should pick up for lunch when department manager Danny Castellano timidly knocked on his door.

"Hey, Danny," Stu said. "What's up?"

"I just wanted to talk something through with you," he said as he sat down.

"Lay it on me," Stu replied.

"So, I think a couple people are job hunting," Danny started, fidgeting in his seat. "Mindy's been taking sporadic personal days lately, and it seems like Anna is always rushing outside to take a phone call."

"Hmm," Stu said thoughtfully. "They could be looking for something else. Or they might just have personal things going on."

"That's true," Danny said. "But I just have a bad feeling. Of course I don't want to lose

them because they're great workers, but I'm more concerned about the impact it would have on the entire office.

Starting from scratch

"We can't afford to lose even one person," Danny continued. "Everyone is already swamped. And if we have to replace two?" He shook his head. "It'll be a disaster. The hiring process can take a long time."

"Don't I know it," Stu agreed. "And we don't really have any past candidates in the pipeline right now. We'd have to start our search from scratch."

"Exactly," Danny said. "I just want to prepare as best we can in case Mindy or Anna leaves."

"Let me think about this and get back to you," Stu said.

If you were Stu, what would you do next?

Reader Responses

1 Dan Whitehead, controller, Montezuma Water Company, Dolores, CO

What Dan would do: I'd focus on trying to retain Mindy and Anna. There are most likely some changes we can make that would entice them to stay. If retention isn't a feasible option, I'd start suggesting to employees we might be hiring soon, and to tell us if they knew of any interested potential candidates.

Reason: It's always cheaper to hold on to a current employee than to hire and train a new one. A small raise could go a long way in convincing Mindy and Anna to stay. But if they really are planning on leaving, we can get the ball rolling on the hiring process.

2 Kristine McArthur, HR coordinator, Morrison Mahoney LLP, Boston

What Kristine would do: I'd bring in some temp employees for the time being. They could train with existing staff and help with extra work until we get a better idea if

we'll have any staff changes or departures.

Reason: Temp employees are a great solution because you're not committed to keeping them on if the staffing situation changes, but in the meantime they can help alleviate heavy workloads. And if the temps end up being a big help, you can always ask them to stay on permanently.

3 Barbara Ayotte, HR director, Shop-Vac Corp., Williamsport, PA

What Barbara would do: To prepare, I'd reach out to other departments and see if they could spare a person or two. We could cross-train these employees, just in case Mindy or Anna left and we needed help until we found permanent replacements.

Reason: Getting assistance from other departments now can help ensure we're prepared in case of a departure. If Danny's wrong about Mindy and Anna leaving, we'll still have cross-trained employees ready to step in whenever needed. Departments should work together, since issues in one area affect the whole company.

QUOTES

To help yourself, you must be yourself. Be the best that you can be. When you make a mistake, learn from it, pick yourself up and move on.

Dave Pelzer

Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.

Steve Jobs

Life is full of beauty. Notice it. Notice the bumble bee, the small child and the smiling faces. Smell the rain and feel the wind. Live your life to the fullest potential and fight for your dreams.

Ashley Smith

By three methods we may learn wisdom: First, by reflection, which is noblest; second, by imitation, which is easiest; and third, by experience, which is the bitterest.

Confucius

No beauty shines brighter than that of a good heart.

Shanina Shaik